

TO: Board of Estimates

FROM: Mike Lipski, Human Resources

DATE: March 5, 2015

SUBJECT: Organization Development & Training Officer

In the 2015 Human Resources operating budget, funding was added to the existing position of Organizational Improvement Specialist, currently placed in CG18, Range 8. The Adopted Budget Highlight states:

Funding to restore the Organizational Improvement Specialist position to 100% at a funding level of \$97,000 (salary and benefits) to reflect broader responsibilities for quality improvement coordination efforts.

This funding level is equivalent to a position in CG18, Range 12. The HR Department currently has a classification within Organizational Health and Development at Range 12, the Organization Development & Training Officer. Because of this existing classification, I am requesting that the Organizational Improvement Specialist be recreated as an Organizational Development & Training Officer in Range 12, consistent with the new level of funding and broader responsibilities for quality improvement efforts.

The current class specification for the Organization Development & Training Officer describes

...responsible professional program management, consultative, and coordinative work in developing and implementing the City's organization development and training program and associated activities. This role encompasses a wide variety of efforts aimed at improving the organization's ability to deal with systemic and situational problems through organization development, quality improvement, performance improvement, organizational structure, change management, and training interventions.

In contrast, the existing Organizational Improvement Specialist classification describes

...responsible professional work in providing consultation and training to various City departments on a variety of organizational development strategies. Work focuses on facilitating team building, improving inter/intra-team communications, promoting quality improvement and process development efforts, and communicating relevant organizational improvement tools and concepts to customers.

A review of these 2 classifications shows that the Organization Development & Training Officer has higher level responsibility for developing and implementing various organizational development efforts. Additional duties have been added to the Organizational Improvement Specialist position in the areas of organizational development and change management (see attached PD). This position, in conjunction with the other Organization Development & Training Officer will have high level responsibility for the recommendation and development of the City's overall training program. This position will also provide strategic consultation to agencies on individual agency training needs and develop an appropriate response. The position will have a leadership role in the City's Employee Engagement and Equity implementation. These higher

level duties are appropriately found in the classification of Organization Development & Training Officer, which is why I recommend recreating the Organizational Improvement Specialist at the higher level.

Because HR is seeking to add a position within an existing classification, this is appropriately routed directly to the Board of Estimates for approval pursuant to APM 2-4. We have prepared the necessary Resolution to implement this recommendation.

Editor's Note:

Compensation Group/Range	2015 Annual Minimum (Step 1)	2015 Annual Maximum (Step 5)	2015 Annual Maximum +12% longevity
18/12	\$66,920	\$80,790	\$90,485

cc: Brad Wirtz—HR Director
Erin Stenson—Organization Health and Development Manager